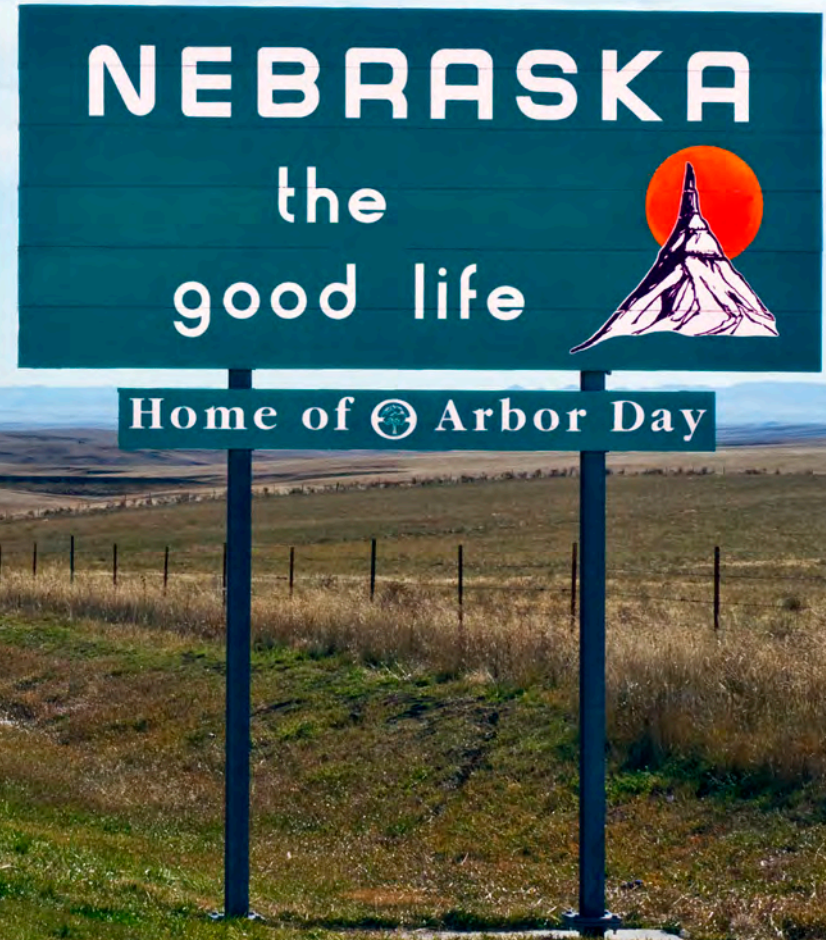


# NEBRASKA

Good Life. Great Service.

DEPT. OF ADMINISTRATIVE SERVICES

# 2016 ANNUAL REPORT









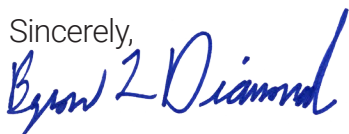
# Director's Message

2016 was a year of significant change for the Department of Administrative Services, including additions to service delivery and agency reorganization. Each of our divisions has had many accomplishments and transitions during the past year. Here are few highlights:

- Creation of the Center of Operational Excellence, whose primary mission is to assist all agencies and commissions in identifying areas to focus on process improvement. This includes mapping current processes and executing a change to those processes to save time, money, and provide better, timelier services to the citizens of Nebraska. This team also provides process improvement training and white/yellow/green belt certification training for all state employees.
- Creation of the State Continuity of Operations (COOP). Over the past year, this team has successfully developed and exercised the first eight agencies' COOP plans. The team has also worked with the staff assigned to seven facilities in Omaha and Lincoln to create and exercise facility action plans that cover fire, tornado, and active shooter evacuation scenarios.
- The agency's Human Resources team has been piloting a shared services program in conjunction with Tourism, Economic Development, and Aeronautics to cover the human resources life cycle support of recruiting, onboarding, payroll processing, performance management, and offboarding activities. The goal is to help provide these services on a more consistent and professional basis for small- or medium-sized agencies whose staff currently perform these functions on a part-time or ad hoc basis.
- Administrative Services began the use of SMART (Specific, Measurable, Attainable, Realistic, Time-Based) goals for every team member for their annual objectives. Based on a one-to-five scale of objective accomplishments, this system moved us from a feelings-based to a facts-based review system. This evaluation program will be further developed by Administrative Services in 2017, with the goal of rolling this program out to all agencies, boards, and commissions in January, 2018.
- For the seventh consecutive year, the Nebraska State Charitable Giving Campaign, led by the Director's Office of Administrative Services, was recognized as the number one donor for the Lincoln and Lancaster County United Way. The State was also the number one monetary donor for the Food Bank of Lincoln.

These accomplishments, and the enhancements to Administrative Services' programs, are significant and have taken a substantial amount of hard work and dedication by the entire Administrative Services team to complete. These are just a few of the many positive changes we have made over the past year. You will find these additional accomplishments in the following pages as each of the agencies' divisions review their results. The ultimate key to our success is directly due to the professionalism, dedication, and personal initiative that each and every one of our staff take in performing their job duties every day.

Sincerely,



Byron L. Diamond, Director



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# NEBRASKA

Good Life. Great Service.

## 2016

# Annual Report

DEPARTMENT OF ADMINISTRATIVE SERVICES







# Administrative Services

## Vision

A proactive partner to help fulfill your mission.

## Mission

To create government efficiencies and value through unified and agile shared services.

## Core Values

- We are easy to do business with.
- We treat everyone with respect and dignity, and always act ethically.
- We are customer focused.
- We listen; our first answer is not “no.”
- We are empowered to think and take initiative.
- We must continuously learn, including from our mistakes.

## Agency Strategic Priorities

1. Shared Services for Small Agencies & Commissions.
2. Classification & Compensation.
3. RFP Process (eProcurement).
4. Human Resources and Enterprise Resource Planning Management Systems.
5. Paperless Automation.
6. Customer Service Initiatives, Continual Improvement, and Training (Service Provider Culture).

# Administrative Services

## Overview

The Department of Administrative Services was established by State Statute 81-101 and has the responsibility to provide centralized support services to state agencies, boards, and commissions. These functions are spearheaded by the agency director through various divisions.

The Director's Office houses many of the essential functions to manage the strategic priorities for the agency. The Center of Operational Excellence and Continuity of Operations (COOP) are new functions of the Director's Office and work with Administrative Services, as well as all state agencies, to implement process improvement and continuity programs. The Office of the General Counsel provides legal

support, advice, consultation, and representation for the agency.

DAS Human Resources provides services and support to our customers and employees as a proactive partner in areas of: recruiting, onboarding and offboarding, performance management, leave management, safety initiatives, worker compensation, performance evaluations, training, payroll, workforce planning, and position control.

The State Accounting Division operates and maintains the statewide financial systems, including the accounting and payroll systems. It pre-audits agency transactions, issues statewide financial reports, and coordinates the long-term financing needs of the state.

*"Windmill Ranch 02" by Nebraska Tourism*



The State Building Division is responsible for providing the centralized procurement, operation, maintenance, and management of state-owned facilities.

The Materiel Division manages print, copy, and mail services; the disposal of surplus property; and statewide recycling. It also includes the State Purchasing Bureau, which has the power and duty to purchase or contract for commodities and services in the name of the state.

State Personnel's goal is to match qualified applicants to positions that utilize their talents to the fullest possible extent and continue to grow them as employees. Within the division are Classification and Compensation, Employee Wellness and Benefits, LINK Help Desk, Recruitment, SOS

Temporary Employee Program, and Training and Development. In addition, State Personnel is responsible for statewide employee recognition programs and charity drives.

The Employee Relations Division negotiates and administers state labor contracts, along with processing employee grievance appeals and interpreting employment laws.

The State Risk Management Division is responsible for the management of the State Claims Board, adjudicating claims against the state through the Claims Board, oversight of the state employee workers' compensation program, and procurement of insurance and risk management services for the state.

The 309 Task Force for Building Renewal inspects, requests, prioritizes, and allocates funding for various deferred maintenance, fire and life safety, ADA, and energy conservation projects for state agencies.

The Transportation Service Bureau provides, maintains, and operates the statewide fleet of motor vehicles for use by state agencies, boards, and commissions.

As you can see, Administrative Services is a multifaceted organization that offers a wide range of service to its customers. It has the tools and expertise to help its fellow state agencies fulfill their missions while being as efficient and effective as possible.

How can Administrative Services serve you?

## Divisions

- State Accounting
- State Building Division
- Employee Relations
- Materiel Division
- State Personnel
- State Risk Management
- 309 Task Force for Building Renewal
- Transportation Services Bureau

## Director's Office:

- Center of Operational Excellence
- Continuity of Operations
- DAS Human Resources
- DAS Information Technology

## Reporting directly to the Governor:

- State Budget Division
- Office of the Capitol Commission
- Office of the Chief Information Officer



# Director's Office

## Center of Operational Excellence

### Overview

The COE serves as the training center for continuous process improvement across all state agencies. It currently certifies White, Yellow, and Green Belts in Lean Six Sigma to those looking to engage in process improvement. Its goal is to help agencies simplify processes, resulting in a more effective, efficient, and customer-focused government. The COE has recently created and opened its "Kaizen" room, located in the State Capitol. It is used for training events and process improvement meetings.

### Active Goals

1. Create a culture of continuous process improvement.
2. Provide agencies with adequate training of improvement tools and techniques using the Lean Six Sigma belt certification system.
3. Drive collaboration, communication, trust, and leadership through effective practices of daily management.
4. Support financial and strategic initiatives through the development of key performance indicators (KPIs).
5. Support positive organizational change and individual growth.







*"Chimney Rock" by Nebraska Tourism*

# Continuity of Operations

## Overview

Continuity is defined as "the uninterrupted ability of an organization to provide services and support, while maintaining its viability, before, during and after a disaster or emergency." In August, 2015, Administrative Services hired State Continuity of Operations (COOP) Administrator Troy Paisley. He is responsible for managing overall COOP plans for the State of Nebraska.

## Active Goals

1. Expand continuity planning and program management to an additional eight state agencies.
2. Continue to assist state facilities in their Emergency Operations Planning and program management.
3. Increase exercises, drills, and training on continuity and emergency preparedness throughout state and local government.

## Accomplishments

- Assisted in the development and improvement of COOP programs for eight coded agencies that now meet or exceed the governor's objective on the Nebraska Continuity Score Card.
- Assisted in the development and improvement of Emergency Action Plans for six state facilities. These plans will now be placed in an easy-to-use (and find) quick reference binder printed by Cornhusker Industries.
- The COOP Project Manager and COOP Administrator completed the Disaster Recover Institutes' Associate Business Continuity Professional Certification.
- Led two UNO graduate students through three-month process improvement and continuity of operations internships.



# Director's Office

## DAS Information Technology

### Overview

The primary function of the DAS IT team is to support and maintain the state's primary Enterprise Resources Planning (ERP) system (JD Edwards, EnterpriseOne). The system manages and coordinates all financial resources, information, and functions of the state's business. Staff maintain nearly 18,500 user IDs and security rights to all processing and reporting functions in this system. They oversee development,

system enhancements, and employee self-service features. The system provides 24-7 information about the state's resources and obligations. This system manages all financial payments and receipts and maintains data used for accounting, budgeting, accounts payable/receivable, capitol asset management, grants, inventory, manufacturing, sales orders, payroll, and procurement.

### Active Goals

1. Begin consolidation and modernization of the state's ERP and HR systems.
2. Modernize contingency plans and perform routine failover tests using the off-site disaster recovery system.
3. Prioritize and plan new features and enhancements for the enterprise ERP and improve and enhance the customer experience by looking for ways to eliminate steps and processes and leveraging existing features.
4. Build and sustain ongoing training programs for ERP technical staff and business analysts who can then provide better and more frequent training to end users.

### Accomplishments

- Upgraded the EnterpriseOne ERP server to new IBM AS/400 iSeries hardware and v7.2 operating system. Preliminary results show processing times for jobs have been reduced by 60%, with some reports being shortened by as much as 83%.
- Developed a new application within the state's ERP for submitting standardized agency insurance requirements. This application further provides detailed reporting and audit capabilities.
- Developed new application within the state's ERP for integrated property management. This will assist all agencies that own buildings and property to better manage and track their assets while interfacing with the state's financial resources.
- Streamlined EnterpriseOne password reset process.
- Was first group to conduct daily huddles as part of the state's Center of Operational Excellence process improvement program. Entire team is now White Belt certified.

# DAS Human Resources

## Overview

The DAS Human Resources Division is a proactive partner in strategic planning and initiatives, along with bringing people and the agency together so that goals of each are met. A trusted advisor and experienced resource, Human Resources applies knowledge-contributing to strategic decision making, developing a competitive culture, and driving change to support the mission and vision of the agency and the State of Nebraska.

Human Resources is responsible for building and enhancing relationships; motivating employees and increasing productivity; and focusing on recruitment, compensation, hiring, payroll, performance evaluations, performance management, agency development, workforce planning, safety initiatives, communication, and developing the human capital of the agency.



Restructured the hiring process to bring days to hire down from 25 to 12.

## Active Goals

1. Partner with other Human Resources teams to collaborate and build relationships and continue to grow Human Resources through a shared services model.
2. Identify divisions for workforce and succession planning.
3. Support a Lean Workforce model through position control.
4. Implement leadership training programs to support a culture of strong leaders.
5. Release a formal drug and alcohol policy.
6. Create interview guides to assist hiring managers in the hiring process and implement stay interviews as a proactive approach to retain talent.
7. Begin chat sessions in order to give employees a chance to ask questions, voice concerns, and give feedback about their divisions and the agency.

## Accomplishments

- Launched a Human Resources Shared Services pilot program with three other agencies, providing all Human Resources functions to support those agencies in leading them as an expert in the field.
- Reviewed and updated the Human Resources Handbook to be more user-friendly.
- Formed a Safety Committee and created a monthly newsletter around safety initiatives in order to be proactive.
- Partnered with the Office of the Chief Information Officer to centralize Information Technology operations.
- Planned for the Department of Labor exempt status proposals, which allowed the division to ensure all employees are classified to the correct exempt status.
- Began succession and workforce planning to prepare for a changing workforce.



# Director's Office

## Office of the General Counsel

### Overview

The Office of the General Counsel provides legal support, advice, consultation, and representation to the director and all divisions of Administrative Services. This support includes a multitude of tasks, including writing and reviewing legal documents and clauses; reviewing contracts, leases, and other legal documents for AS and other agencies; recommending language to protect the State of Nebraska; promulgating rules and regulations; working with the State Purchasing Bureau regarding vendor protests; representing Administrative Services at administrative

hearings, including all cases before the NEOC and EEOC; assisting in pretrial preparation in lawsuits involving AS; and responding to subpoenas on behalf of AS. The Office of the General Counsel includes the general counsel, assistant general counsel, and a paralegal. The office also includes the internal auditor, who develops an annual internal AS audit plan, audits the divisions of AS in an effort to ensure compliance throughout the agency, and monitors compliance with internal and external audit findings for the divisions within AS.

### Active Goals

1. Review and re-write leases and service, commodity, and construction contracts to reduce negotiation and processing time and be more commercially friendly.
2. Review and re-write rules and regulations and policies to more accurately capture requirements and provide protection from challenges and litigation.
3. Conduct training on contract management, ethics, fiscal law, and other topics as requested.
4. Complete planned audits, review all active audit findings for process improvement progress, and create an audit plan for the next fiscal year.
5. Conduct periodic reviews and updates of record retention schedules for AS divisions.



Held five training sessions on topics including contract management, ethics, and litigation hold policy and procedures.



Responded to four subpoenas on behalf of Administrative Services.



## Achievements

- Through continued monitoring of external audit findings, approximately 90% of findings have either been resolved or have a corrective action plan in place.
- Provided significant litigation support for the Attorney General's Office, which resulted in the successful defense of lawsuits arising out of the public bidding process.
- Drafted a policy regarding H-1B Visas on behalf of Personnel Division to be used to provide guidance to HR partners through state government.
- Created and presented quarterly contract management training sessions that were presented to the Procurement User Group during quarterly PUG meetings as well as live-streamed to individuals statewide who expressed an interest in contract management training.
- Drafted and implemented a policy regarding "litigation holds" for implementation throughout the agency and provided training for all AS divisions on litigation hold policy and procedure.
- Completed the records retention review for DAS.



Successfully defended 11 vendor protests on behalf of State Purchasing Bureau, including two lawsuits.



Reviewed terms and conditions on over 350 contracts.



*"Lake McConaughy State Recreation Area" by Nebraska Tourism*



# Employee Relations

## Overview

The Employee Relations Division represents the State of Nebraska in negotiating the NAPE, SLEBC, and SCATA labor contracts and administers those contracts. The division processes labor contracts and State Personnel rules grievance appeals, as well as conducting formal and informal hearings on grievances. Employee Relations advises and assists agencies concerning the proper administration of discipline. They review layoff and furlough plans submitted under labor contracts, along with reviewing agency policies, procedures, and

work rules for continuity with applicable labor contracts, employment law, or personnel rules. The division researches salaries and benefits of employees in similar classifications in comparable states and compiles this information to use in negotiations and litigation. They provide labor contract interpretations for all agencies in the Classified System to achieve consistent application of contract provisions. Employee Relations provides training on a wide variety of issues including labor contracts, FMLA, leave, discipline, and other issues.

## Active Goals

1. Meet bargaining timelines on three labor contracts. This includes gathering agency input, commencing bargaining, and finalizing negotiations or going to impasse by January 10, 2017.
2. Negotiate for greater flexibility for recruitment, retention, and employee development.
3. Schedule and conduct one-on-one or small group meetings with agency directors and HR administrators prior to negotiations.
4. Develop and provide two training sessions for HR managers on the Personnel Almanac statistics, appeal decision updates, labor contracts, and/or case law.
5. Lower the number of days to render a grievance mini-hearing decision by one.
6. Roll out division COOP plan.
7. Compile statistical information and finalize the Personnel Almanac and Local Salary Survey.

## STATE OF NEBRASKA EMPLOYEES COVERED UNDER EACH LABOR CONTRACT.

**10,013**

NAPE/AFSCME

**492**

SLEBC

**63**

SCATA



## Achievements

- Presented six different training sessions to 181 HR managers and supervisors from various state agencies on:
  1. NAPE Labor Contract Training
  2. Personnel Almanac
  3. Performance Management and Workplace Accommodations
- Received and processed 37 third-step grievance appeals.
- Employee Relations staff hearing officers held 23 mini-hearings and wrote 24 decisions.
- Four case-in-chief hearings were held before our appointed Hearing Officers and Arbitrators.
- Prepared and published the annual Personnel Almanac, which was completed in June, 2016.
- Responded to 106 salary, benefits, pay practices, and policy surveys.
- Reviewed and processed one layoff plan involving one employee.

*"Sandhill Cranes" by Nebraska Tourism*







*"The Buffalo Bill Rodeo" by Nebraska Tourism*



# State Risk Management

## Overview

The Risk Management Office is responsible for administering the state's Risk Management Program, which includes maintaining and identifying loss and exposure data on all state property and liability risks, developing and improving risk reduction programs for all state agencies, determining which risk exposures should be self-insured or assumed by the state, procuring excess insurance policies as needed, administering the state's Workers' Compensation Program, and managing the State Claims Board.

## Active Goals

1. Create an in-depth and effective defensive driving program for the State of Nebraska.
2. Obtain a new Risk Management Information System to have a more effective and efficient claims-handling process.
3. Create an Insurance Renewal training video.
4. Enhance the Workers' Compensation Human Resources and Payroll Training Guide to provide detailed instructions for agencies to properly process Workers' Compensation payroll.
5. Developed a robust and effective Return to Work Program.

## Achievements

- Revived the Statewide Safety Committee.
- Provided statewide training on state insurance, annual insurance renewal, filing of claims, workers' compensation, safety in the workplace, and who Risk Management is and what we do.
- Upon discovery that many of the state's buildings were severely undervalued, a commitment was put into place to begin appraisals of the state's most vulnerable assets to ensure full value pay out should a loss occur.
- Participated in a Kaizen event to eliminate non-value add steps in the current claims handling process and simplify the value add steps.
- Contracted with the National Safety Council—Nebraska to provide first aid, CPR, and AED training to state employees.
- Formed a team to begin the implementation of a Return to Work program for employees on Workers' Compensation.



974 claims were opened and 1,677 claims were closed in 2016.

# 309 Task Force for Building Renewal

## Overview

The 309 Task Force Division was created to address the State's significant deferred building renewal needs in State-owned facilities by providing funding and oversight of building upgrades. The Task Force reviews building renewal proposed projects, as requested by State Agencies, and makes recommendations for funding to the Governor. The Task Force evaluates deferred building renewal needs based on: deferred repair; fire and life safety; Americans with Disabilities Act; and energy conservation. The main responsibility is to determine the highest priority projects on a statewide basis to receive allocated funds.

## Active Goals

1. Improve 309 Task Force efficiency and effectiveness by understanding customer needs through agency visits, building reviews, and always being easy to work with.
2. Focus on customer needs by conducting at least 100 project inspections and engaging in active listening and responsive communications.
3. Grow Nebraska by expanding the 309 Task Force's Training Program by adding meaningful training programs and opportunities at locations throughout Nebraska.
4. Improve public safety by prioritizing funding for emergency allocations, fire/life safety projects, and building code upgrades for state buildings.
5. Reduce regulation and regulatory complexity by incorporating customer suggestions, clear guidance, and updates to the 309 Task Force's handbook.



Managed over 224 allocations for projects relating to deferred repair, fire and life safety, ADA, and energy conservation projects on state-owned buildings, and paid out over \$15.3 million on these projects.



Closed out over 70 projects during 2016 and received approximately 70 new allocations totaling over \$7.2 million.



Provided 80 training events to over 450 facility maintenance staff, representing 17 separate state agencies.



# Achievements

## Ferguson Carriage House Roof Replacement

The Historic Ferguson House in downtown Lincoln was constructed between 1909 and 1911. The Ferguson Carriage House's cedar shingles were broken, curled, and badly deteriorated. The 309 Task Force provided a \$102,000 allocation to restore the roof structure and replace the cedar shingles.



## Chimney Rock Visitor Center

The Chimney Rock Visitor Center, located near Bayard, Nebraska, was built in 1994 and the lap siding that was used in the original construction had deteriorated significantly. During the removal of the old siding, it was evident the wood sheathing substrate had degraded to a point of disrepair. The 309 Task Force provided funding to replace the wood siding with a long-lasting and durable stucco exterior. The 309 Task Force provided a \$55,000 allocation for this project.





# Materiel

## Overview

The Materiel Division provides centralized purchasing, mail, office supply, printing and copier, surplus property, and recycling services to the State of Nebraska. This includes overseeing statewide commodity contracts, establishing purchasing procedures and policies, assisting state agencies in bidding and contracting for outside services, providing a direct source for office supplies through single-vendor contracts, centralizing mail distribution services for internal and external mail, providing low-cost production capabilities for printed materials, providing services for all copy machine leases throughout state agencies, overseeing and coordinating the disposition of the state's surplus property, providing statutory annual reporting of fixed assets, and providing a recycling program.

## Active Goals

1. Realize cost savings/avoidance for 2017 on services and goods procurements through the use of best and final offers, price negotiations, and strategic sourcing of \$5 million.
2. Increase political subdivision utilization of state contracts by 25% and the utilization of State Surplus Property by 50%.
3. Create and implement an enhanced statewide procurement training/certification program.
4. Revamp the State Recycling Program to re-educate, re-brand and make supplies and tools available to State Agencies.
5. Create training tools for users through all State Agencies for all areas of Logistics & Operations areas of Materiel, including Print Shop, Mail Center, Copy Services, and Surplus Property.



State Purchasing documented over \$14.5 million in cost avoidance.



Surplus Property held 16 auctions and brought in nearly \$4 million in sales.





## Achievements

- Print Shop worked with the contracted vendor to complete the re-branding project for all state agencies.
- State Mail Center posted a PowerPoint of proper mail preparation instructions and information for all state agencies and created a statewide customer list for future communications regarding announcements and training opportunities.
- All Materiel Division employees completed Lean Sigma Six white belt training, and all management completed yellow belt training.
- Surplus Property created a video promoting the benefits of Surplus Property's services that was distributed to all customers statewide as well as political subdivisions to increase usage and recoup funds from surplus property.
- Office Supply Bureau closed its warehouse, so all state agencies are able to order directly from statewide contracts, providing a cost savings of approximately \$25,000 annually in space and staff expenses. Responsibility for interoffice supplies has shifted to Copy Services.
- PUG (Purchasing User Group) meetings are now live-streamed to offer an additional option for customers, allowing information and training for procurement and contract management to reach a larger audience.
- State Purchasing Bureau identified over \$14.5 million in cost avoidance through procurement strategies, including requesting best and final offers, price negotiations, and strategic sourcing.



Mail Center handled over 10,805,000 pieces of mail and more than 37,360 UPS packages in 2016.



The Print Shop completed over 2,700 print jobs with total value of over \$3 million.



Copy Services performed 8,000 copy jobs and created more than 8,834,000 copies.

# State Building Division

## Overview

The State Building Division is responsible for providing the centralized procurement, operation, maintenance, and management of state-owned facilities. The division manages the independent review, analysis, and oversight of capital construction projects to ensure that appropriate facilities are provided. They are also responsible for managing all commercial leases of office and storage space on behalf of state agencies; providing space planning and coordinating space assignments; coordinating statewide, comprehensive facility planning; reviewing capital construction requests, program statements, and related contracts; and managing and maintaining state-owned buildings properties and related parking facilities.

## Active Goals

1. Negotiate 69% or more of all commercial office leases to have a lease rate under the State's average market rate.
2. Develop an enterprise-wide rate for state-owned office space for occupants of all state office buildings.
3. Identify and draft standard operating procedures for all processes.
4. Reduce the contract processing time to more efficiently implement contracts.
5. Conduct monthly reviews of preventative maintenance work orders to assure timely completion.
6. Develop a multi-year training matrix for all classes of State Building Division employees.

## Achievements

- Completed move of all DAS divisions to the 1526 K Street building to facilitate the upcoming Capitol HVAC project.
- Completed the demolition of the Norfolk Regional Center to allow the land to be sold to Northeast Community College.
- Waived the RFP process for several agency moves, resulting in savings of approximately \$3,222,000.
- Held training session with attendees from 12 different agencies on the services provided by State Building Division.
- Purchased buildings on 1700 K Street block and completed demolition.
- Completed sale of Fremont Armory for \$425,000.





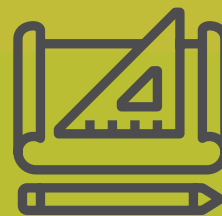
*"Lincoln Skyline" by Nebraska Tourism*



Completed approximately 59,000 preventative maintenance work orders.



Managed and served 345 commercial leases to provide office space to State Agencies.



Currently overseeing 90 statewide construction and renovation projects valued at \$110 million.



Managed 156 buildings with a total value of over \$611 million and over 3.9 million square feet.

# Transportation Services Bureau

## Overview

TSB is responsible for providing long-term lease and short-term rental vehicles, vehicle maintenance, repair, and fuel services for State Agencies, Boards, and Commissions.

TSB provides rental pool services for State employees to use in their official duties in various locations throughout the State: Lincoln, Omaha, North Platte, Scottsbluff, Kearney, and Norfolk.

## Active Goals

1. Implement a GPS-based electronic official TSB travel log to automate and accurately maintain vehicle usage information.
2. Complete blender fuel pump conversion of existing fuel dispensing system to allow for varying levels of ethanol distribution.
3. Participate in statewide vehicle branding initiative.
4. Implement vehicle reservation system for specialty rental vehicles.

## Achievements

- Strengthened commitment to alternative fueled vehicles by converting primary fuel to E15, as well as increasing the number of alternative fueled vehicles maintained in the TSB fleet.
- Converted 25% of TSB fleet vehicles to nitrogen for tire inflation preventing tire rust, rot and corrosion, and improving pressure retention, saving fuel and increasing tire longevity.
- Implemented pre-qualified vendor process for vehicle accident repairs.
- Expanded vehicle loaner program.
- Successfully completed third-party rental contract to augment TSB fleet during peak demand.



TSB has 730 alternative fueled vehicles in its fleet.



Transportation Services Bureau has 1,075 active vehicles in its fleet.



Approximately 16.5 million miles were driven by state employees in 2016.



Approximately 750,000 gallons of fuel were used by the TSB fleet.





*"Western Trails Scenic and Historic Byway" by Nebraska Tourism*



# State Accounting

## Overview

The State Accounting Division performs the duties and functions of the state's comptroller for all state agencies. This includes, but is not limited to, statewide payroll and cash disbursement processing, federal grant management, issuing accounting and internal control policies, reporting the daily cash position, administration of the master lease program, and issuing the state's financial statements.

State Accounting Division is also responsible for overseeing the state's financial Enterprise Resource Planning (ERP) system. The ERP is the state's primary system used to manage and coordinate all financial resources, information, and functions of the state's business. Division staff maintains employees' security rights to all processing and reporting functions in the state's ERP system.

The staff also oversees the employee self-service functionality, development, and enhancement of the system. The system provides current and real-time information about the state's resources and obligations.

Central Finance provides internal finance for the divisions of DAS. These services include monthly invoicing and bill paying, overseeing finances, coordinating division budgets, and rate setting.

## Active Goals

1. Complete the CAFR and budgetary report in a timely manner to comply with state statutes.
2. Develop initiatives to offer hard skills training to all state agencies.
3. Develop and implement a formal cross-training process for internal staff to ensure back up and continuity of operations for essential functions.
4. Complete at least 10 hours of training courses related to State Accounting and Central Finance's work.
5. Complete a comprehensive review of State Accounting policies and manuals.
6. Participate in white belt and yellow belt training and conduct daily huddles as part of the Center of Operational Excellence Process Improvement Program.
7. Continue to implement an electronic A/P solution for all the divisions of Administrative Services.

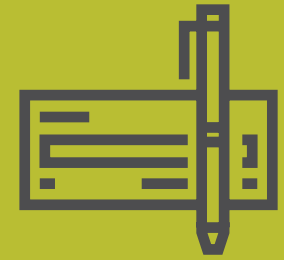


## Achievements

- Again received the Certificate of Achievement for Excellence in Financial Reporting from the Government Finance Officers Association.
- Implemented new accounting object codes state-wide to support the Governor's initiative to gain visibility and analysis of information technology spending.
- Provided shared service support and training to smaller agencies, boards, and commissions during times when key financial employees were absent.
- State Accounting and Central Finance collaborated in combining services into the State Accounting Division, including a physical move to the 2nd floor of the 1526 building.
- Central Finance worked with various divisions to develop and publish the new biennial assessments, rates, and surcharges.
- State Accounting designed and produced a new mid-biennium report of fiscal year-end commitments and liabilities required under LB657 for the Legislature.



State Accounting provided 2.3 million ACH (electronic) payments to vendors on behalf of the state.



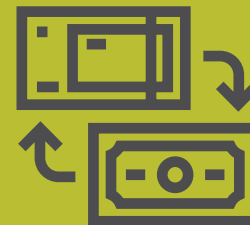
State Accounting processed 447,000 warrants (checks) on behalf of the state.



State Accounting certified 88 agency, commission, or board financial leads at three pre-audit training sessions.



State Accounting closed master lease financings for state agencies totaling over \$22.5 million.



Central Finance processed over 31,186 A/P invoices from vendors doing business with DAS.



Central Finance managed \$330,825,057 total annual agency appropriations in 2016.

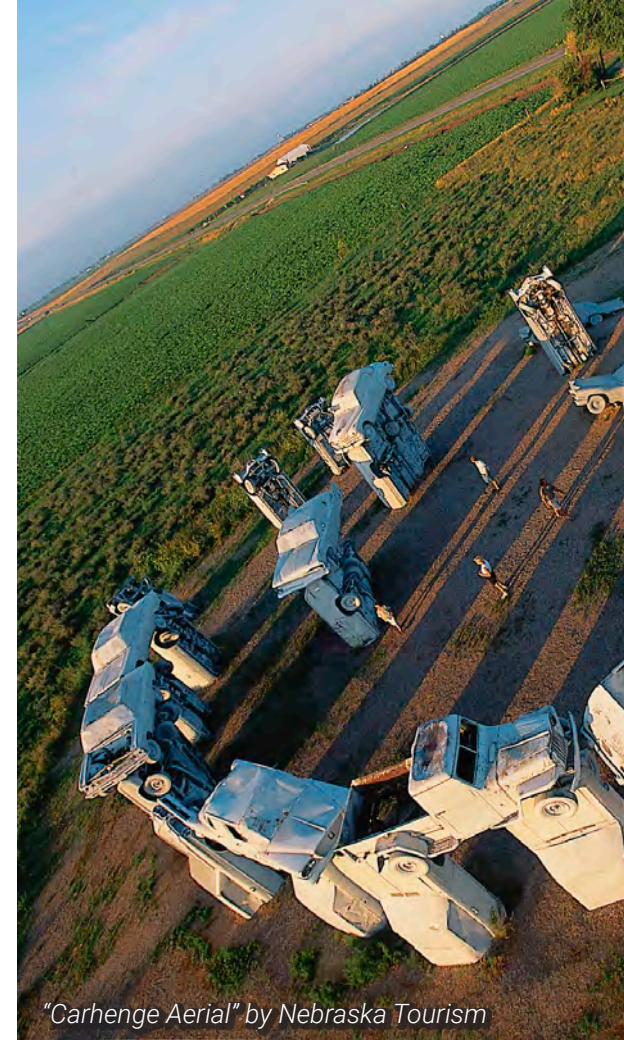
# State Personnel

## Overview

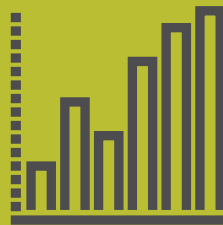
The State Personnel Division promotes effective and efficient employment practices by: providing a system to effectively recruit and hire qualified individuals; administering a uniform classification and compensation system; monitoring staffing patterns and salaries to retain qualified individuals; establishing consistent personnel practices; continually advancing and developing human resource management systems; and leading the state employee benefit system, the state system for temporary employees, statewide training, and the employee recognition system.

## Active Goals

1. Build strong relationships between State Personnel and agencies to drive culture change.
2. Identify obstacles that impede our ability to manage talent.
3. Partner with agency directors, agency human resource administrators, and Employee Relations to contemporize our collective bargaining strategy to align with our talent needs.
4. Review and revise personnel rules.
5. Engage in continuous process improvement, beginning with the recruiting process.
6. Restructure the employee recognition awards program to align with operational excellence/continuous process improvement.



*"Carhenge Aerial" by Nebraska Tourism*



State Personnel processed 39,770 events in the Employee Work Center in 2016.



Biometric screening participation through the State Wellness Program nearly doubled over the last six years, increasing from 6,021 in 2010 to 11,191 in 2016.



State Personnel received 112,829 applications and referred 88,520 applicants for the 3,580 job openings that were posted.





## Achievements

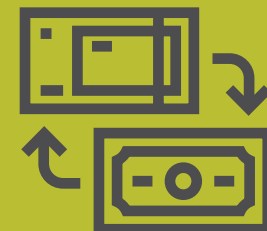
- The State Campaign Against Hunger was recognized as the #1 monetary campaign for the Food Bank of Lincoln. This is the fifth consecutive time the campaign has been the #1 monetary donor.
- For the seventh consecutive year, the Nebraska State Charitable Giving Campaign was recognized as the #1 donor for the Lincoln and Lancaster County United Way.
- The State Personnel Recruitment Team and partner agencies expanded recruiting efforts to local high schools to inform students of the career opportunities in state government and held mock interviews to enhance job preparation skills.
- The State Personnel Help Desk focused on training for the new Performance Review process by providing over 50 instructor-led, in-person trainings.
- 73 employees graduated from the Nebraska State Government Leadership Certificate, cohorts two and three. The Leadership Certificate course is a year-long educational experience designed to provide and enhance in-depth skill development for current and future State of Nebraska leaders.
- The Wellness and Benefits team provided 15 Open Enrollment meetings and hosted 69 On-the-Go Wellness booths throughout the state to assist employees with their personal benefits and wellness questions. More than 3,500 people attended these events.
- The Classification and Compensation team worked closely with agencies to assist in strategic reorganization efforts and provide education about the State's compensation system.



In 2010, 521 Walk This Way participants reached the 1-million step mark. In 2016, just six years later, more than 4,600 participants logged 1 million miles or more!



Training and development opportunities were expanded for state employees through the implementation of Lynda.com, which includes over 5,300 online courses.



The Classification & Compensation unit classified 589 positions and processed 169 compensation requests, including 49 Above-Hire requests and 120 In-Grade salary adjustments.

# Fight Against Hunger Campaign

Each year, Administrative Services participates in the statewide Campaign Against Hunger Campaign to benefit the Food Bank of Lincoln. Employees voluntarily bring in non-perishable food items and cash donations to benefit hungry families in Lincoln.

Because of the generosity and dedication state employees demonstrate, the State of Nebraska Campaign, led by State Personnel, was recognized as the #1 monetary contributor to the Food Bank's annual campaign.



During the 2016 statewide Campaign Against Hunger collected 16,747 pounds of food and raised \$43,710.61.

As part of its campaign, Administrative Services hosted a "Food Fight" that pitted various divisions against each other as they brought in food, monetary donations, competed in scavenger hunts, held fundraisers, and more.





# Statewide Charitable Giving Campaign



As part of Team Four in the 2016 “Pulling Together to Give the Good Life” Charitable Giving Campaign, Administrative Services held a number of fundraising events to help benefit local charities. These included a tag sale, bake sale, and silent auction. They also organized fundraisers such as Toss at the Boss, which gave employees the opportunity to throw water balloons at DAS Director Byron Diamond and Banking and Finance Director Mark Quandahl, and Bring Your Boss to Work, in which the divisions with the most donations got to give Director Diamond jobs in their area for part of a day.



The 2016 Statewide Charitable Giving Campaign has so far raised \$460,996.48 with 2,411 donors, and results are still being tallied.

# Governor's Employees and Supervisors of the Year: Administrative Services' Recipients

## Statewide Recognition Program

Since 1985, the State of Nebraska has sponsored a statewide recognition program which has been coordinated by the Administrative Services State Personnel Division on behalf of the Governor's Office. The goal of this program is to show appreciation to state employees for their loyalty and professional excellence. The program focuses both on exceptional performance and career tenure. Exceptional performers are recognized with an Employee of the Year award or Supervisor/Manager of the Year award, while career employees are honored with a Length of Service award.

The Employee of the Year program recognizes employees whose job performance has exceeded the highest standards and contributed to the overall effectiveness of the agency. These employees are then honored at the Employee of the Year award ceremony, which is held in the State Capitol Rotunda. To date, 1,439 State employees have received this honor. In 2016, 60 new recipients shall be added to this list of honorees.

In 1992, we added the recognition of Supervisor/Manager of the Year. To date, 953 supervisors/managers have received this honor. In 2016, 51 new recipients shall be added to this list of honorees.

## Employees of the Year



### Holly Glasgow

Holly is an administrative assistant for the State Purchasing Bureau's procurement manager. She compiles and runs reports, collects and reviews information for billings, and compiles information for key performance indicators and buyer reports. She is responsible for gathering information and responding to public records requests for procurement, providing procurement training to state staff, maintaining a records management database, and determining records retention schedule for documents disseminated to the State Records Center, among many other tasks. Holly is a professional in every sense of the word. She is a walking example of positivity and providing exceptional customer service. Holly assists her coworkers when they are having problems with spreadsheets, questions regarding Enterprise One, etc. It doesn't matter how busy she is, she always takes the time to help and remains positive. Holly is sensitive to each individual's needs. She is an inspiration to others.



### Julie Perez

Julie, Lead IT Business System Analyst for the DAS IT team, works as a functional lead for the State of Nebraska's ERP system. Julie works with end users to analyze business processes and find solutions to resolve business needs in the areas of Address Book, Procurement, Fixed Assets and Capital Asset Management within EnterpriseOne to name a few. Julie excels in developing system specifications, system analysis and design and testing system solutions. She is extremely customer oriented and seeks out the opportunities to learn and streamline processes. Julie also does an excellent job of documenting and training customers in an effort to increase efficiency and improve the end user experience.



## Supervisors/Managers of the Year



### Shereece Dendy

As the State Risk Manager, Shereece identifies potential risk to the State of Nebraska involving state property, employees, and operations. She is responsible for identifying and tracking the state's risk exposure, establishing programs to mitigate that risk, managing the state's insurance and self-insurance programs, and managing the state claims process to include supporting the State Claims Board. When Shereece became the Risk Manager, she found a division with many issues. In just a few short months, she was able to overcome these issues and build a stronger program. Her accomplishments include publishing a Contract Risk Management & Insurance Manual to assist state agencies with insurance requirements in contracts. Despite a backlog in claims and a 41% increase in the number of claims filed, Shereece

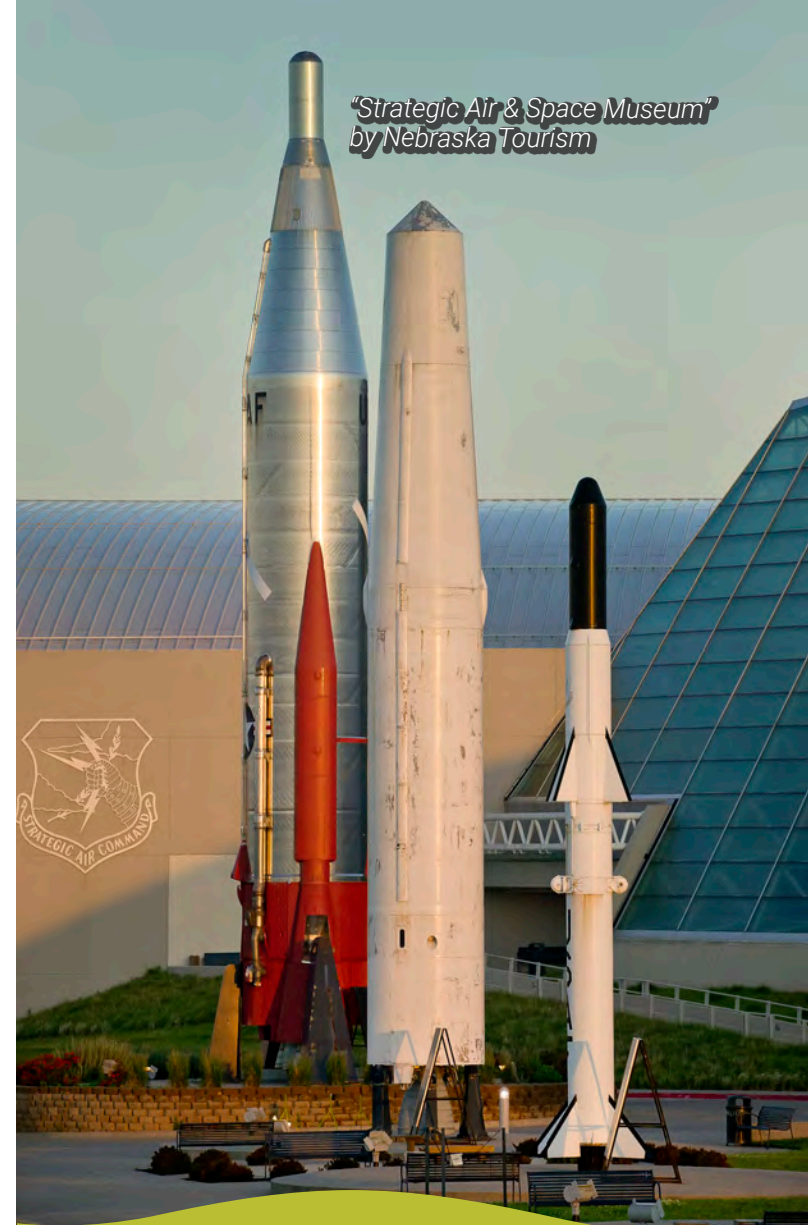
increased the number of claims processed by 14%. She automated the property reporting process for agencies using E1, allowing them to maintain real-time property schedules. The employee workers' compensation handbook that Shereece published has helped speed up the claims process and gets employees back to work sooner. The contract she entered for a new third party administrator will result in a savings of \$1,021,428 in administrative fees over five years. Shereece conducted a long overdue reassessment of state building values so that state buildings could be properly insured. To mitigate the state's risk, she redesigned and reactivated the Statewide Safety Program to better protect employees. Shereece has not only resurrected her division, but tackled a number of challenging projects, and she has gone above and beyond in finding ways to save money for the State of Nebraska.



### Josh Stafursky

As administrator for the classification and compensation team for State Personnel, Josh continually strives to increase efficiencies and improve customer outreach to ensure our customers are receiving the best services. Under his leadership, his team has reduced the time to review and process classification requests by almost 50%. He has been instrumental in collaborating with agency leaders and HR professionals to foster key relationships. We have received numerous compliments on his professionalism and his dedication to exceeding our customers' expectations. Josh is instrumental in many of our division's successes. He has taken the lead on several enterprise-wide projects that are crucial to the success of state government. He follows a proactive approach to leadership in public

service, always researching best practices and future trends to keep our agency partners informed of upcoming issues that are facing the HR Community. Josh champions each project with humility, dedication, team-work, and his famous wit.



# 34,440

The 2016 Statewide Governor's Employee Recognition Program recognized 1,762 employees with a combined total of 34,440 years of public service.

## ADMINISTRATIVE SERVICES

# Employee Recognition Program

### All Star Award

- Promotes a work culture and environment in which people want to perform at their best.
- Performs a service(s) that enhances the reputation of the agency/ division with customers.
- Volunteers their time and skills to achieve team success.
- Goes above and beyond in their everyday duties.

#### 2016 WINNERS INCLUDE

Sue Spence, Loraine Epperly, Nathan Sperl, Deb Tatro, Gloria Eddins, John Barron, Michelle Thompson, Teresa Fleming, Diana Oglesby, Dovi Mueller, Julie Perez, Roxane Earnest, Tarl Carpenter, Andrea Kiichler, Kate Severin, Pete Kroll, Kristen Kosch, and Robert Thompson.

### Project Award

- Employee(s) are assigned to a project that is not part of their normal duties. The assignment could be as a team or individual project.
- The completed project met the customer's needs and requirements.
- The employee used appropriate resources, communication with others, and sharing of project status information effectively.
- Project enhanced the agency's ability to provide quality services.
- Established goals and objectives based on the customer's needs.

#### 2016 WINNERS INCLUDE

Amber Dingwell, Susie Samuelson, Janet Hansen, Terri Wilson, Kris Bourke, Deb Tatro, Loraine Epperly, Joe Huffman, Chase Olson, Brett Daugherty, Mike Marshall, Dawn Hickmon, Lana Gabel, Steve Janssen, John MacKichan, Sheryl Hesseltine, and Deb Schnell.

*STARS SO BRIGHT*







## Customer Service Award

- Volunteers to help coworkers with whatever needs to be done.
- Promotes a positive team environment and places others' interests before personal interests
- Performs a service(s) that enhances the reputation of the agency/division with customers.
- Gains customer's trust and respect by listening and opening lines of communication.
- Understands the customer's needs and actively seeks to meet these needs.
- Demonstrates a high-level of courtesy, sensitivity, and politeness when dealing with others, even in the most difficult of times.

### 2016 WINNERS INCLUDE

Karen Gray, Sue Spence, Patty Steiner, Robert Thompson, Michelle Thompson, Roger Novacek, Holly Glasgow, Jennifer Crouse, Vivian Jellsey, Jan Schoonover, Deb Schnell, Paula Berg, Jim Kessler, Peggy Donscheski, Steve Kellogg, Preetha Valsala, Ryan McMaster, Rita Pracht, Diana Oglesby, Sarah Schmitt, Sonya Caldwell, Charla Peterson, Faith Camargo, Kady Agena, Brian Curran, Steve Smith, and Connie Heinrichs.

## The Innovator Award

- Leads an effort to find innovative solutions that improve and streamline processes, services, products and/or procedures.
- Successfully undertakes the challenges in pursuing and enhancing changes in processes, services, products and/or procedures.
- Understands customer needs to facilitate improvements in products and services.
- Seeks alternative ways to reduce expenditures through innovative processes or procedures.

### 2016 WINNERS INCLUDE

Holly Glasgow, Kirk Bintz, Ron Carlson, Sheryl Hesseltine, Joel Johnson, Jennifer Mai, Jon Robeson, Deb Schnell, Ann Martinez, Rita Pracht, Tom Bliemeister, Jeff Filbert, Andy Vanek, Julie Heyen, Nathan Sperl, Joe Huffman, Jeff Schamp, Kirk Bintz, Dianna Gilliland, and Kate Severin.





# NEBRASKA

Good Life. Great Service.

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**DEPT. OF ADMINISTRATIVE SERVICES**